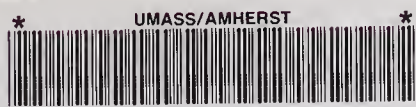


MASSACHUSETTS JOB TRAINING SYSTEM



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GOVERNMENT DOCUMENTS
COLLECTION

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University of Massachusetts
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Earl B. Hunt
 Care D. I. itare
 Charles J. Smith
 Raymond L. Flynn
 Albert V. DiVigilio
 Robert W. Healy
 James J. Campbell
 Kevin J. Sullivan
 Alan L. Agnew
 B. June Burnick
 William S. Hall
 William S. Hall

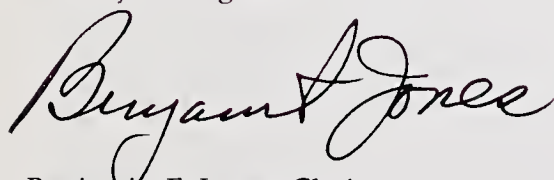


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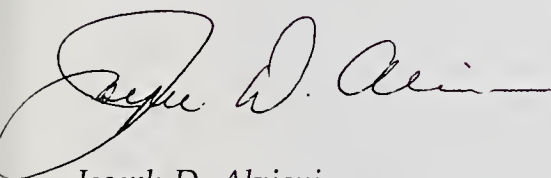
Fall, 1987

"The public/private partnership is the cornerstone of our employment and training system and makes good business sense; we need to further expand this organizational capability to meet the full range of needs of our regional labor market."



Benjamin F. Jones, Chair
Private Industry Council of
Hampden County
Chairman of the Board
Monarch Capital Corporation

With the assistance of the Private Industry Councils, the Massachusetts employment and training system has the ability to anticipate and respond to labor market changes. As a result, individuals are trained for high-wage, demand occupations while businesses have access to skilled, job-ready workers.



Joseph D. Alviani
Secretary, Executive Office of
Economic Affairs
Commonwealth of Massachusetts

A Message from the Governor:



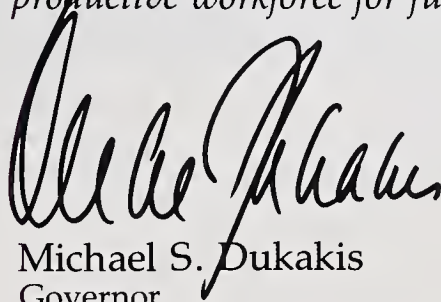
Massachusetts' citizens are the key to continued economic growth in the Commonwealth. As we move more and more towards a knowledge-based economy, the education and training of our young people and adults will become increasingly important to the state's continued growth and prosperity.

Under the leadership of the Massachusetts Office of Training and Employment Policy, fifteen Service Delivery Area offices and Private Industry Councils provide the assistance that our citizens need for jobs and that businesses need to expand. As a result of this collaboration:

- *Dropout prevention programs that link schools, training centers, businesses and social service agencies are helping high school students earn much needed diplomas;*
- *Workplace education programs are strengthening the reading, writing and math skills that employees need to keep up with rapidly changing technologies;*
- *New immigrants are gaining language skills, training and jobs; and*
- *AFDC recipients are making their way back to work in jobs that pay a living wage.*

Through the state's job training system, government, business, labor and education are working to eliminate the barriers that keep men and women from enjoying full economic opportunity. Together, we are building an economy that will insure each and every citizen the chance to participate in this state's economic success.

I hope you will read this report and consider ways that you can join the effort to continue building a strong and productive workforce for future generations.



Michael S. Dukakis
Governor

Challenge and Opportunity

The Massachusetts economy is booming. Since 1983, over 325,000 new jobs have been created in the Commonwealth and the state's unemployment rate is one of the lowest in the nation.

That extraordinary growth presents both challenge and opportunity. The challenge is to meet the need for a skilled and educated workforce in an increasingly technological society. By 1990, 80 percent of the jobs in Massachusetts will require a high school education. Who will work in our factories and offices tomorrow?

The opportunity is to tackle the problems of poverty, illiteracy and joblessness while creating a workforce of the future. Consider the following:

- Statewide, over half a million people live in poverty. Although almost a third work, they are trapped in low-skill, low-wage occupations.

- 30-50 percent of the workers affected by plant closings and mass layoffs lack the basic literacy skills required for retraining.
- 30 percent of the Commonwealth's adults have not completed high school. Half of these have not finished ninth grade.
- One Massachusetts student in every four drops out of school.

Because of outdated skills or limited education, these men and women risk being permanently left behind in a modern economy. But they also represent the state's greatest potential resource. By building the skills of the state's disadvantaged citizens, the way can be paved for continued economic growth.

The goal of the Commonwealth's training and employment system is to provide the



Harry Johnson, Manager of Public Relations at Polaroid Corporation, accepts a Distinguished Service Award from Governor Michael S. Dukakis (l) and Secretary of Economic

Affairs Joseph D. Alviani (r). Johnson was recognized for his long-term contributions to the Commonwealth's job training system.

education and training that disadvantaged citizens need to compete in the labor market and to develop the competitive workforce that the state's economy needs to thrive. Programs vary across the state providing basic education, English language skills, occupational and on-the-job training, career guidance and help in finding a job for thousands of Massachusetts citizens making their way into the economic mainstream.

The Massachusetts Training and Employment System

Elected officials, business persons, and professional practitioners are partners under the Job Training Partnership Act (JTPA) of 1982, providing almost \$63 million in services to the citizens of Massachusetts. At the state level the Office of Training and Employment Policy (OTEP) provides policy leadership, oversight and technical assistance for the state's job training system. Part of the Executive Office of Economic Affairs, OTEP works closely with other state agencies to establish a coordinated approach to education, employment and training in the Commonwealth. In each area, the business-led Private Industry Council (PIC) determines goals and priorities and oversees the operation of the region's training and employment programs. Locally, fifteen service delivery areas offer job training services through a network of regional partnerships.

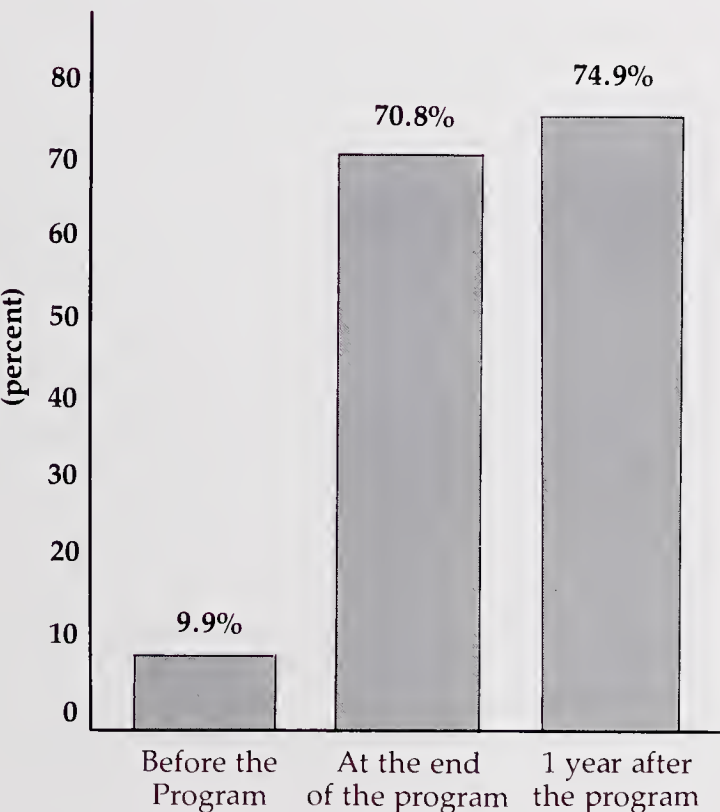
The PICs also receive a number of grants from the Department of Public Welfare, the Office of Refugee Resettlement, and the Department of Education. Together, the SDAs and PICs represent the largest network of employment and training services in the state.

Job training programs serve people, but they also serve business. A well-trained and educated workforce is vital for the continued productivity and competitiveness of Massachusetts companies. As the number

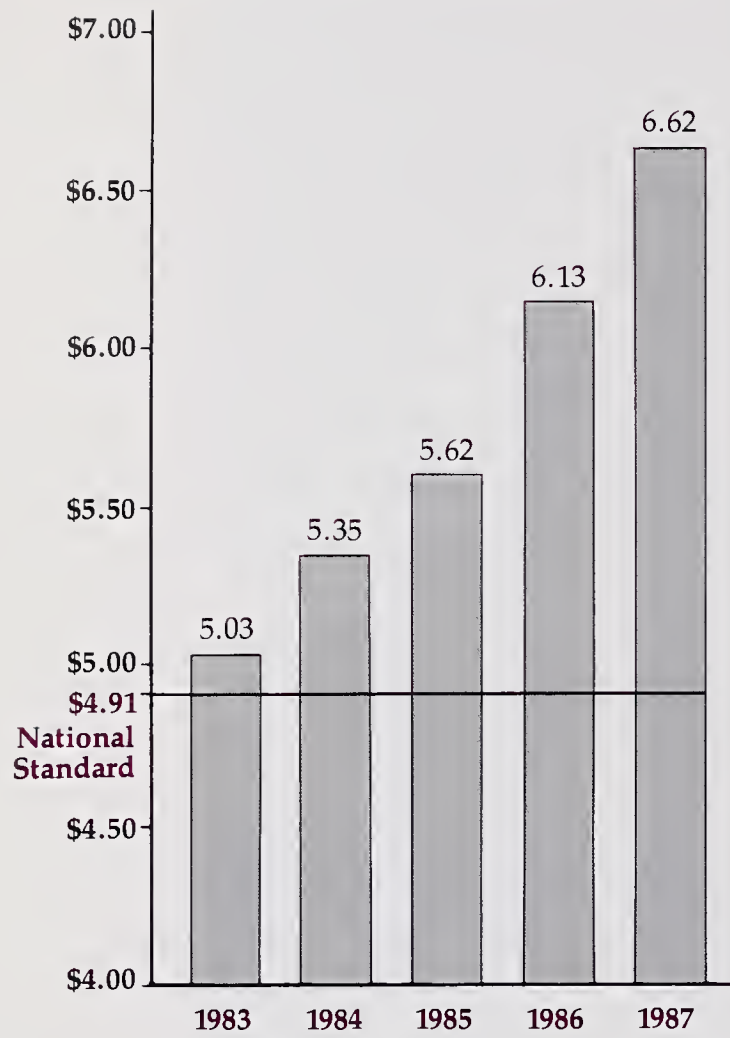
of young people entering the workforce drops and even the requirements for entry-level jobs grow, employers are looking for new sources of skilled and dedicated workers. And every year, more than 44,000 men and women – young people, older workers, refugees, AFDC recipients, dislocated workers – take part in publicly-funded training and employment programs. These individuals represent a critical resource for the workforce of the future.

Shaping an economic strategy that benefits area residents as well as business requires a strong partnership between the public and private sectors. Through the PICs, the SDAs hear business' voice in developing programs that match industry needs, helping existing companies to expand and bringing new firms to Massachusetts. Customized training, recruitment assistance, upgrading and retraining, financial information and other human resource services are available to help large and small firms meet their personnel needs.

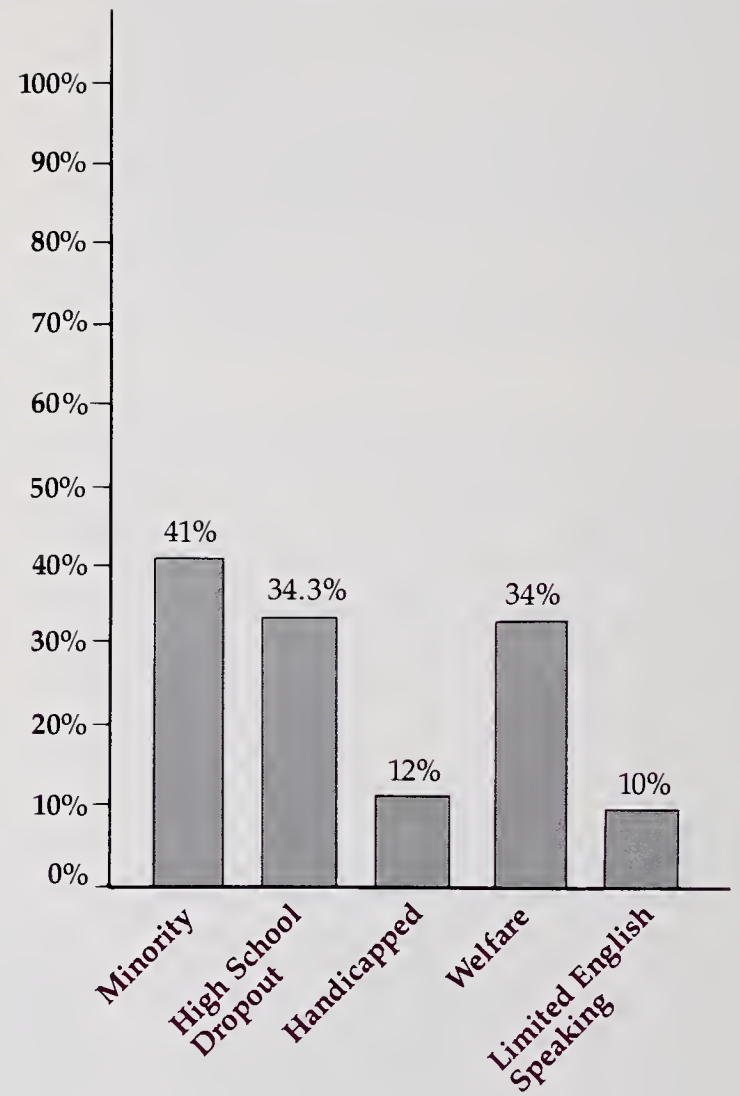
EMPLOYABILITY OF JTPA PARTICIPANTS



AVERAGE HOURLY WAGES



CLIENT PROFILE



Local employers are encouraged to contribute to the development of a strong workforce by participating in program planning and development, hiring of trainees, contributing matching dollars or in-kind resources, volunteering as tutors or guest speakers and by working with the SDA to build support for job training in the community.

Responding to the needs of job seekers, SDAs have added day care, literacy training and transportation to the menu of local services. New dropout prevention programs and services for teenage parents are helping young people to stay in school. Workplace literacy programs, designed cooperatively with labor, management and educational institutions, are making it possible for workers to learn on the job and for established firms to incorporate new technologies. Programs for refugees, AFDC recipients and older workers add dedicated employees to the Commonwealth's workforce.

The Commonwealth's job training system has achieved a national reputation for outstanding program quality, for serving the least skilled people and for leadership in program innovation and policy development:

- Seven out of ten of the adults in JTPA were placed in jobs at the end of the program. A year later, nine out of ten were still employed.
- Clients entering employment receive an average hourly wage of \$6.62, far exceeding the national standard of \$4.91 established by the United States Department of Labor.
- Earnings in the year after leaving training average 227% of average income in the prior year.

- Most enrollees face a number of barriers which they are able to overcome as a result of training and support services.
- After completing training, clients obtain jobs in hundreds of different occupations, including banking, health care, electronics, computers, construction, marketing and transportation.

The Massachusetts economy is expanding, but our greatest challenges lie ahead. Rapid technological change and rising global competition demand a labor force that year by year is better educated, more highly skilled and increasingly able to adjust to change in the workplace and the economy. By the year 2000, labor markets may be tighter than any time in recent history and most labor force growth will come from groups in the population that have traditionally been underutilized.

The Commonwealth's training and employment system is working to meet these challenges and to build a workforce for the future. Through broad-ranging partnerships between business, labor and government and innovative programs for the state's young people and adults, the Massachusetts job training system is helping to provide the skills that citizens need to work and that the state's economy needs to grow. Job training is an investment in the future and an investment in the state's economy.

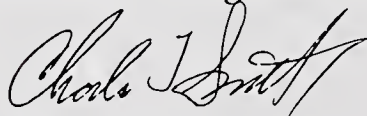
On the pages that follow, the fifteen service delivery areas describe their individualized training and employment services tailored to local economic and workforce needs.

**BERKSHIRE SERVICE
DELIVERY AREA
BERKSHIRE TRAINING AND
EMPLOYMENT PROGRAM**

400 Columbus Avenue
Pittsfield, MA 01201
(413) 499-2220

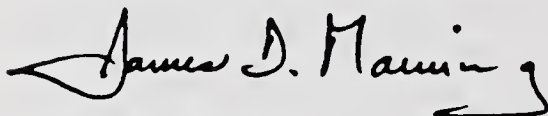
David S. Yorke, Executive Director

"The Private Industry Council and SDA have made important contributions to the skill development of our youth, the retraining of displaced workers and older citizens throughout Berkshire County."



Charles L. Smith, Mayor
Pittsfield

"The level of professionalism, commitment, and coordination I have experienced from state and local JTPA offices is a credit to the employment and training system."



James D. Manning
Personnel Director
Crane and Company, Inc.
PIC Chair

The Berkshire Training and Employment Program (BTEP) serves as the administrative entity for the Berkshire County Private Industry Council (BCPIC) and for all programs funded by the Job Training Partnership Act (JTPA). BTEP provides services to the thirty towns and two cities that comprise Berkshire county's expansive area which borders Vermont, New York, and Connecticut. The majority of the county is rural with a total population of approximately 145,000. Pittsfield and North Adams account for almost half of the population with 51,974 and 18,063 respectively. Pittsfield is the designated grant recipient for all JTPA funds for Berkshire County.

Berkshire County has undergone numerous economic changes over the past few years due to the decline of the manufacturing sector which has always been the mainstay of the economy. A number of plant closings have left thousands of people without jobs and a need for retraining. Although the state as a whole has prospered over the past few years, Berkshire county's economy has not shared in the wealth. A bright spot in the economy has been the service industry which has experienced substantial growth and presently is nearly equal to manufacturing in terms of total employment. Tourism has also shown recent expansion which has been a positive factor for the economy.

Economic development has been a major priority for cities, towns, and county agencies since the decline of the manufacturing sector began and many small to medium sized businesses have been established over the past year. The economy seems to show signs of stabilization as unemployment figures are down and continued growth is anticipated. The BCPIC has also been involved in a unique economic development project as part of the Commonwealth Employment Initiative, a special project administered by the Office of Training and Employment Policy's Partnership Center. A major goal of the project was to explore the possibilities of creating new jobs through entrepreneurial endeavors. Clients interested in starting or expanding a business

were offered help with plan development, locating proper space, construction of a financial portfolio and help in securing a loan.

The Berkshire Training and Employment Program (BTEP) has provided valuable services to the economically disadvantaged population throughout Berkshire county for over a decade. BTEP has consistently been a leader in developing innovative programs for youths, older workers, welfare recipients, and school dropouts. Special programs have also been created to offer training and job opportunities to dislocated workers, minorities, handicapped persons and veterans. Some of the services provided include assessment, basic education, counseling, skills training and on-the-job training. All services are intended to help disadvantaged clients achieve predetermined goals which will enhance their marketability in the world of work. The ultimate goal of these programs is job placement in the private sector with a high probability for continued employment.

To ensure the clients' success, BTEP also utilizes the expertise of many local and state agencies. Strong linkages have been established with local secondary schools, state and community colleges and community based organizations that deal with a wide range of problems from drug and alcohol abuse to housing and child care. Many state agencies provide support for clients enrolled in BTEP programs.

The success of BTEP programs over the years can be attributed to its ability to adapt to an ever changing employment and training picture with strong support from local government, education, business, and the community at large. Our high rates of placement into jobs, job retention, and wages achieved speak for themselves. A true partnership has developed in Berkshire county, and it is our sincere hope that it will continue to grow in the future.

OLDER WORKERS

The Berkshire Training and Employment Program (BTEP) is committed to improving and expanding employment and training opportunities for mature workers. The "Seniors at Work" job-placement program serves as a clearinghouse for matching the skills and experience of older workers with appropriate job openings. Services include assessment, job search assistance and techniques, training, counseling, job development and job matching. Also included are specific strategies to change workplace attitudes and practices. More than 250 employers registered job openings with "Seniors at Work." Of the seventy-one individuals participating in the program, two-thirds were placed in jobs at an average wage of \$5.00 per hour. The program's success has resulted in the addition of an entrepreneurial training component to teach, counsel and lend support to older workers interested in self-employment options.



United States Representative Silvio O. Conte addressing an audience of older workers at an "Un-Retirement Celebration" sponsored by the Berkshire Training and Employment "Seniors at Work Program."

**BOSTON SERVICE
DELIVERY AREA
MAYOR'S OFFICE OF JOBS
AND COMMUNITY SERVICES**

15 Beacon Street
Boston, MA 02108
(617) 720-4300

Kristen McCormack, Director

"Public/private partnerships are key to ensuring that Boston residents keep pace with our rapidly changing economy. The Mayor's Office of Jobs and Community Services and the Private Industry Council are working together to ensure that Bostonians have the skills they need to enter the careers being created by Boston's booming economy."

Raymond L. Flynn

Raymond L. Flynn
Mayor, Boston

Ferdinand Colloredo-Mansfeld

Ferdinand Colloredo-Mansfeld
Chairman & CEO, Cabot, Cabot & Forbes
PIC Chair



The Mayor's Office of Jobs and Community Services, in collaboration with the Boston Private Industry Council, operates the Boston Service Delivery Area youth alternative education and employment training system.

Despite a 25 percent cut in federal funds for job training, the Boston Service Delivery Area served 4,000 income eligible Bostonians during fiscal year 1987. Those who entered employment achieved an impressive average wage of \$7.09 per hour, an increase of almost 10 percent from the fiscal year 1986 average wage.

Boston, like many urban centers, has evolved from an economic base in manufacturing to a base in information technology and service related jobs that require a labor force with different skills. Current and planned development projects in Boston will create approximately 30,000 new jobs over the next five years, many of which are in the service sector. A lack of skills, education and work experience can prevent Bostonians who are unemployed or underemployed from participating in this economic boom. The Boston SDA, however, is responding to the challenge through a number of initiatives, broad in scope, covering skills training, literacy, assistance to refugees and youth. The Boston SDA is creating the opportunity for residents to gain the skills which will enable them to enter this new job market. Some of the programs available to residents include:

- **BostonWorks**, which ties basic skills and literacy to further training opportunities, is a public-private partnership which enlists the active involvement and financial support of the corporate community in providing expanded basic skills and job training opportunities for low-income Boston adults.

- **Opportunities in Boston**, operated by the PIC, is a partnership with the business community to offer minority college students the opportunity to work in Boston with a goal of encouraging these students to seek permanent employment in Boston when they graduate.
- **The PIC Summer Jobs Program**, which places youths in jobs with major Boston companies, surpassed its goal and placed over 2,000 youths this summer.
- **Boston for Boston** is a historic agreement between the city and developers representing 19 of Boston's largest downtown projects to ensure that residents directly benefit from the new employment opportunities generated by the downtown growth.

Linkage funds are collected from developers of buildings of over 100,000 square feet in Boston. These linkage funds are used for a variety of sources including skills training. Linkage funds will be used to expand the SDA's skills training system to meet the needs of residents for upgrading skills for the new jobs in the service industry.

PUBLIC PRIVATE PARTNERSHIP

The Boston SDA and the Private Industry Council have developed an innovative network of public/private partnerships to address the continued needs of the changing Boston labor market.

This network has enabled the Boston SDA to not only maintain, but expand the training system to provide new opportunities for Boston residents to gain the skills to obtain economic self-sufficiency in Boston's economy. The public/private partnerships include: BostonWorks, Opportunities in Boston, PIC Summer Programs, Boston for Boston and the JobStart Program.

Each of these public/private partnership programs is unique in its approach to ensuring that Bostonians are able to break down the barriers that prevent them from contributing to Boston's economy.



BRISTOL SERVICE DELIVERY AREA, BRISTOL COUNTY TRAINING CONSORTIUM

85 North Main Street
Fall River, Massachusetts 02720
(617) 675-1161

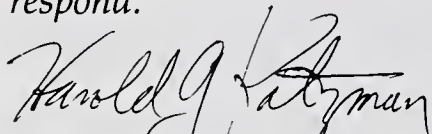
James Calkins, Director

*"Partnerships breed success in
Southeastern Massachusetts. With
economic development and job train-
ing working together, we're assured
of a bright future."*



Carlton Viveiros, Mayor
City of Fall River

*"When it comes to Employment &
Training, nothing is more consistent
than change; we stand ready to
respond."*



Harold Katzman, Chairman
President, Charlton Construction and
Realty Company
Bristol Private Industry Council

The Bristol Private Industry Council (PIC) operates in one of the most dynamic labor markets in New England – southeastern Massachusetts. With employment growth exceeding 8,000 jobs since 1983 alone, the Bristol PIC has had to devise new and more efficient ways of delivering employment services in its 14-community area.



Disabled veteran David St. Laurent, a student in the Bristol PIC's Data Entry Operator training program, gets pointers on typing from Barbara Aldridge of Worldwide Educational Services.

A major innovative program was created in conjunction with Bristol Community College by combining grants from the PIC's own funds with discretionary grants from the Department of Education to establish and operate a network of remedial programs that will serve over 500 people during 1987. "We're working to build a better labor force to meet the increasing demands of employment in today's businesses," said Marie Coughlin of Bristol Community College. "This is self-paced, computer-assisted learning — persons can come in full-time, or part-time between 9:00 a.m. — 9:00 p.m. allowing them to design a program that best fits their own schedule. The message is that it's possible to upgrade your education no matter what your circumstances are. It's also likely that a person will be more attractive to employers and earn a much better wage with a high school diploma," remarked Coughlin.

The Adult Learning Center's programs have also been a primary service link in the Bristol County Training Consortium/Division of Employment Security. In January, 1987, some 900 workers lost their jobs when a factory/retail site known as the Kerr Mill Complex, burned to the ground. The flames, so vividly depicted in network news footage, threatened to destroy jobs which some workers had held for over 20 years, and destroyed over two million square feet of prime retail and manufacturing space. Through arrangements with involved unions, DES and BCTC staff arranged for many of these workers to attend Bristol Community College's Adult Learning Center while waiting to return to work.

In addition to the remedial education programs and job matching services capacities offered by the Bristol Private Industry Council's agencies, over fifteen different skills programs, including data entry operations, automotive installer training, photocopier repair services, building trades, motorcycle repair and business technology are available through the training system.

"ONE-STOP" SERVICE CENTERS

Employers and job seekers alike are reaping the benefits of a new jobs system in Fall River and Attleboro. The staff of the Division of Employment Security (DES) and the Bristol County Training Consortium (BCTC) work closely together, filling employers' job orders with qualified applicants and training workers to match employers' needs.

Now a firm with pressing needs can fill job openings with one call. With staff working together in the same office, and clients referred to appropriate services from a central point of entry, "one-stop" training and employment services are available in the Attleboro/Fall River area.



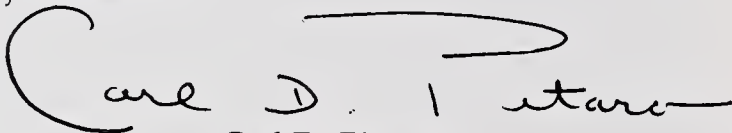
A would-be catastrophe turns into victory, as Kerr Mill workers who lost their jobs in a January 1987 fire celebrate after receiving high school diplomas in ceremonies at Bristol Community College. Pictured from left are Elsie Morrisette, Lucy Marques, Pauline Levesque, Jackie Bourdon, Delores Pires, Marion Abbott, and Rose Souza.

BROCKTON SERVICE DELIVERY AREA BROCKTON AREA PIC

P.O. Box 2278
Brockton, MA 02403
(617) 584-1887

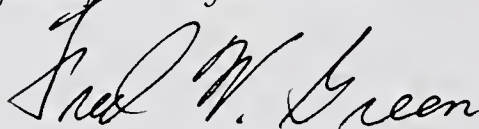
Joseph Joseph, Executive Director

"The successful collaboration between the Brockton PIC, School Department, business and the city serves as a role model in partnership for stabilizing our economic foundation."



Carl D. Pitaro
Mayor, City of Brockton

"The theme of the Brockton PIC is to preserve the commitment between industry and people as it provides a skilled labor force for the year 2000."



Fred W. Green
President
Abington Mutual Fire Insurance
PIC Chair

Brockton is the core city of the PIC Service Delivery Area which also includes nine surrounding and distinct towns. In this area is one of the largest public high schools in the nation, a leading state college in Bridgewater, Massasoit Community College in Brockton, Southeastern Technical Institute and Stonehill College in Easton, which together serve the education needs of the residents and the Commonwealth.

The economy of the area has evolved from heavily manufacturing to a strong mix of industry. Construction employment increased 20 percent in the past year and the service industries contributed to employment opportunities. Brockton has attracted high tech companies and will provide a workforce from its 300,000 residents for the new GTE plant in Taunton. The strong economic development of the area establishes Brockton as the leader in southeastern Massachusetts.

Matching the needs of the labor force to the needs of private industry has been the unique role of the Brockton PIC for the past four years.

Capacity to Reach Out to Community

Based on the changing economy and a less skilled labor force pool, the Brockton PIC has developed and refined programs to address these employment needs. Classroom programs include: *remedial education* with basic skills upgrading and GED diploma preparation; *clerical/business* training which includes typing, accounting, business English and math, word processing and 10 key calculator work; *machinist training* which offers training on general machine shop equipment for entry-level operators; *computer training* on IBM PC's for business applications; *data entry* training on the CRT and *home health aide* training with certification.

On-the-Job Training - Collaborations are arranged with local businesses in which the employer provides training and BAPIC reimburses half the participant's salary.



BAPIC ANNUAL BREAKFAST (L.-R.) Charles N. Fuller, Catherine N. Stratton, Fred W. Green, Carl D. Pitaro, Joseph P. Joseph

ET Choices Programs - Special programs are designed to provide the needed training and support systems for welfare recipients to attain marketable skills and reach economic self-sufficiency.

Older Workers Program - This placement program for the participants age 55 + matches trained, mature workers with job openings on a full or part-time schedule.

Programs for Newcomers - As one of eight SDAs participating in the Commonwealth's Refugee Education and Employment Program and as a participant in *Gateway Cities* programs for newcomers, the BAPIC extends a helping hand to this population to ensure full access to services. English as a second language classes are offered at the Adult Learning Center through a grant BAPIC receives from the Department of Education.

Responding to Labor Market Needs

BAPIC served as the on-the-job training contract agent for the former employees of General Dynamics through the Division of Employment Security's Emergency Assistance Center in Braintree.

BAPIC operated a worker assistance center in Stoughton and responded to over 700 dislocated workers from the Metro South who had lost their jobs due to company relocations or closings. Intensive counseling, training and job placement services assisted these workers to find new employment.

BAPIC worked closely with the Brockton Regional Economic Development Corporation representative and local businesses to develop a *Workplace Literacy* proposal which was funded by the Department of Labor. In this cooperative venture with the school department, the Adult Learning Center will provide, at the workplaces, job related literacy programs to upgrade employees' reading and math as well as English as a Second Language skills and thereby improve performance and increase productivity.

Leader in Planning for the Community

The Brockton PIC has been designated as the lead agency to work on the following: the Governor's Commonwealth Futures Drop-Out Prevention Initiative; to develop a strategy for adult literacy over the next 5 years and to develop an action plan for pregnant and parenting teen programs.

AT-RISK YOUTH

Project Climb, the collaborative program to address the educational, social and economic needs of at-risk youth, is a joint undertaking of the Brockton Area Private Industry Council, the Brockton Public Schools and the Old Colony Y. This national model is a distinct educational and vocational program for grade 7 and 8 "high risk" students who demonstrate low academic achievement, habitual truancy, potential to drop out, poor vocational preparation and have a history of Department of Social Service or Youth Services involvement. In its three years the program has achieved its goals of improving students' self image, academic potential, job skills and school attendance.


Because of the success of the program, Brockton was awarded the Program of the Year Award by Governor Dukakis and Commonwealth Futures funding to expand on the Climb model and develop a program for at-risk youth at Brockton High School.

**FRANKLIN/HAMPSHIRE
SERVICE DELIVERY AREA
FRANKLIN/HAMPSHIRE E&T
CONSORTIUM**

57 Wells Street
Greenfield, MA 03101
(413) 774-3182

Arthur A. Schwenger, Executive Director

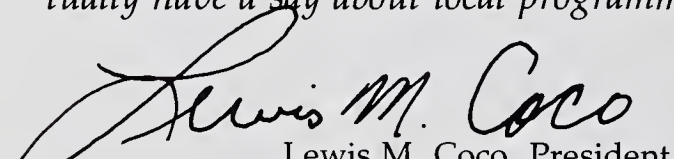
"This local partnership between the private and public sectors really works. We like it. The PIC strengthens our area's economic development capacity."

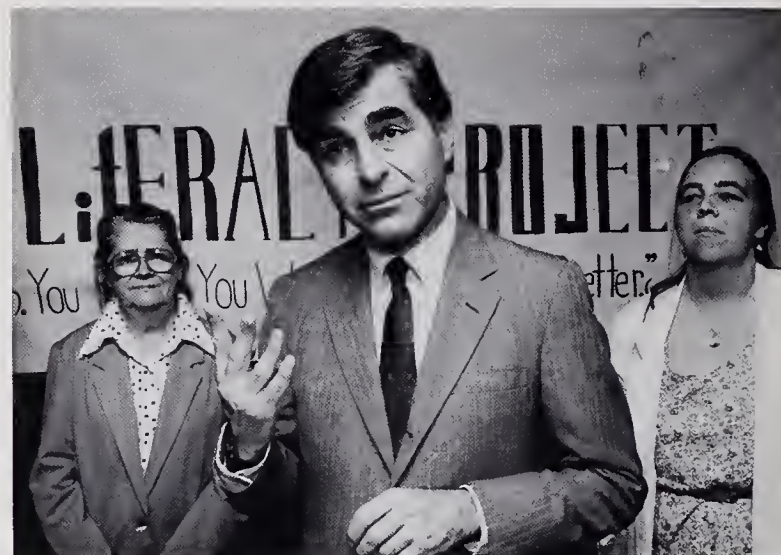

David B. Musante, Jr., Mayor
City of Northampton

"These programs are turning tax consumers into tax producers—we're talking about long term results."


B. June Burniske, Chair
Greenfield Board of Selectmen

"This is the only federal and state-funded effort that I know where local businesses actually have a say about local programming."


Lewis M. Coco, President
Stevens Elastomerics
PIC Chair



Governor Michael S. Dukakis announces funding to the Franklin/Hampshire PIC for a new literacy initiative for area factory workers at their job sites at 6 companies in Greenfield, Athol and Orange. Lindy Whiton (right), Director of the Literacy Project, who developed the program and Lorraine Vanasse (left) a participant in the program being conducted in an area where 39 percent of the population over twenty-five haven't completed high school.

The strength of the Franklin/Hampshire program is due to these significant factors:

- **Open and well-coordinated efforts** with area agencies and organizations. Policy and operations committees include the Employment Service directors, welfare directors, community colleges and other agencies.
- **Innovative approaches** to providing needed services. VENTURES, a personal orientation and confidence-building program was developed to help welfare recipients to make the welfare-to work transition successfully.
- **Sensitive and dedicated professional staff.** Remarkable people who have worked to overcome personal and bureaucratic barriers for the hard-to-serve. Travel is a major barrier to the rural population.
- **Largest SDA covers 50 municipalities** (17% of the state's land area)
- **Population: 217,000** (3.8% of the state)
- **Low-income population: 28,000**

The PIC has succeeded in addressing this issue. Over 60 percent of the people served live in small towns outside of the three areas of population concentration.

Because of great distances with virtually no public transportation and deficiencies in other supports such as child care, a full range of supportive services provide temporary assistance to help people participate in the full menu of employment and training options:

- **On-the-job training in businesses**
Northampton Skills Center providing training in office skills and machine trades
- **Welfare training programs** with assessment, career counseling, and skills training
- **Training for older workers**
- **Special youth training** with in-school and high school dropout programs.



Machinist trainee at the Northampton Skills Center.

Economic development efforts by the PIC were instrumental in the decisions by Baker School Specialty Company, Inc. and Huntington Homes Corporation to locate new plants in the area. Job screening, referral, and training for new employees coordinated with the Employment Service relieved a great burden from the companies

while offering an opportunity to find jobs for the unemployed and hard-to-place.

New and innovative approaches to aid dislocated workers have met with success. For example, a recent plant closing at the J.P. Stevens Company proved that advance notice does not necessarily mean lost productivity. The Workers Assistance Program worked closely with company management to find other work through job seeking assistance and an employee fair. Most of the 80 workers have secured new employment. The hope that was generated kept production high until the closing.

ADULT LITERACY

For the past four years, the PIC has funded a very successful literacy program operated by the Literacy Project in coordination with Greenfield Community College. The program has offered both individual tutorial and class instruction to 88 people at locations in Greenfield, Northampton, and Orange, who need basic skills training. The program allows students to advance at their own pace and achieve individual goals. Many of those served were over 55 years old or dislocated workers.

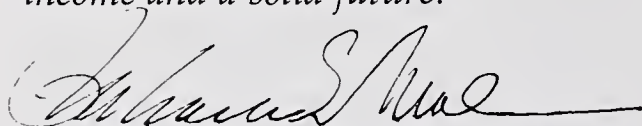
The Association for Community-Based Education ranked the Literacy Project among the top 10 programs in the United States. The PIC has also received two "Workplace Literacy" grants to provide services to the employees of seven area businesses.

**HAMPDEN SERVICE
DELIVERY AREA
HAMPDEN COUNTY
EMPLOYMENT AND TRAINING
CONSORTIUM**

1176 Main Street
Springfield, MA 01003
(413) 781-6900

Dr. Raymond A. Jarvis, Executive Director

"There is no concern greater to the chief elected official of a community than its economy and employment of its citizens. Our job training partnership is stabilizing the economy and putting people to work in occupations that assure them of a good income and a solid future."



Richard E. Neal, Mayor
City of Springfield

The Hampden County Service Delivery Area (SDA) is made up of a consortium of the twenty-three cities and towns of Hampden county, with the city of Springfield serving as the lead city in this area. Currently, the region is experiencing a period of dramatic growth, fueled by its central location, an outstanding ground and air transportation network and an education and training resource base which can fully capitalize on the rich human resources within the area. The Hampden County SDA, through a strong, ongoing partnership between local elected officials, business and community leaders and service agencies, strives to meet a two-fold challenge in this dynamic, growing economy:

- To assist the unemployed and the underemployed in their efforts to work in occupations that assure them of a good income and a solid future.

- To provide local businesses and industries with the qualified and reliable employees needed in order to prosper and grow.

A Year of Achievement

By any measure, 1987 was a year of significant achievement for the Hampden County Service Delivery Area, a year in which training professionals, business volunteers and community leaders worked together to build job training programs responsive to the needs of both employers and the jobless. Over 4,500 residents of Hampden County received services through these programs and more than 3,000 people found good paying jobs. During the course of the year, the SDA also undertook several new initiatives which were designed to meet identified needs in the area.

•Holyoke Skills Center

The Massachusetts Career Development Institute opened a new satellite skills center in Holyoke in 1987 to meet the needs of the many Holyoke residents requiring basic education, English instruction, and occupational skills



*High Technology Training for Today's Job Market.
A trainee learns to assemble miniaturized electronic components in an SDA training program operated by the Massachusetts Career Development Institute.*

training in order to access employment. Approximately 75 people were served at the facility and this number is expected to double in 1988.

- **Pregnant and Parenting Teens Program**

A new program was started to meet the developmental needs of pregnant and parenting teens at sites in both Holyoke and Springfield. The program provides a variety of basic educational programs, life skills/work skills development and supportive services geared to this high needs population.

- **Machine Action Project**

A major research and action project was initiated to study the impact of plant closings and major layoffs in the machining field in Hampden County. During the second year, it will propose efforts to retain machining firms in the area and pro-actively work in job retention/job creation activities.

- **Workplace Literacy**

Two new initiatives were undertaken in cooperation with area firms to enhance the basic literacy skills of the workforce. The Easco Handtools Company and the Baystate Medical Center worked in conjunction with local educational agencies to provide targeted programs of study for selected employees.

- **Flexible Capacity Worker Assistance**

Center. A major innovation was the establishment of a flexible capacity center to provide a variety of re-employment services to workers impacted by plant closings and major company lay-offs in the area. The center helped place over 300 workers in jobs which allowed them to maintain a comparable standard of living with competitive wages and good benefits.

The Variety of Services.

The Hampden County SDA, in working to meet the training and employment needs of its residents, offers a variety of services and programs which are both comprehensive in scope and targeted to the needs of the SDA. The area is fortunate to have the

Massachusetts Career Development Institute, a large state of the art skills center, at the hub of its delivery system. The Springfield skills center, with its satellite in Holyoke, is capable of providing a variety of occupational skills programs efficiently and effectively. In addition, the SDA provides a full range of programs and services to meet the needs of area residents.

CHILD CARE

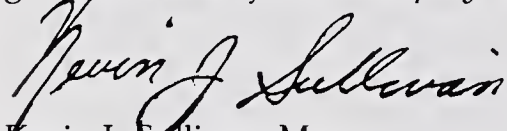
One of the major barriers facing women seeking to enter the workforce is the availability of dependable, accessible child care, both while the individual is being trained and upon entering the workforce. To meet this growing need, the Massachusetts Career Development Institute, the major contractor for skills training in the SDA, has spearheaded the development of a child care facility for parents in training. Using a facility leased from the Catholic Diocese of Springfield and \$282,000 of public and private contributions, it renovated and developed a child care facility that will provide services for up to one hundred children. Located one block from the Springfield skills center, and operated by the Springfield Day Nursery, the center will reduce a major barrier to participation in training for significant numbers of young parents as they attempt the transition to self-sustaining employment.

LOWER MERRIMACK VALLEY SERVICE DELIVERY AREA DEPARTMENT OF TRAINING AND MANPOWER DEVELOPMENT

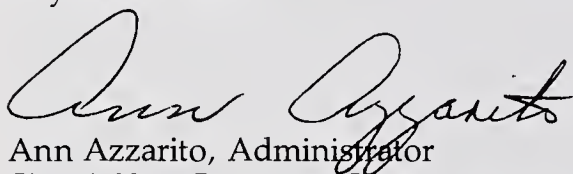
237 Essex Street
Lawrence, Massachusetts 01840
(617) 685-3527

Peter A. Vanier, Director

"The Lower Merrimack Valley can no longer afford to have large segments of its population unemployed or underemployed with little hope for entry into its growing labor markets. The Private Industry Council has provided leadership that has brought the private and public sectors together to effect long term strategies which contribute to individual, corporate, and regional economic growth. Each of us must play a part."



Kevin J. Sullivan, Mayor
City of Lawrence



Ann Azzarito, Administrator
Church View Retirement Home
PIC Chair

The Lower Merrimack Valley Service Delivery Area is comprised of fifteen contiguous cities and towns in the northeast sector of the state.

With its dwindling mature industries in the shoe and needle trades, the greater Lawrence and Haverhill labor markets are quickly adjusting to meet the full impact of relocated hi tech companies and industries. Because of its valuable industrial space and abundance of workers, both small and large firms in the fields of fiber optics, semi-conductors, advanced electronic technology and genetic manufacturing are refurbishing many of the old woolen complexes along the Merrimack River.

The advent of this industrial rebirth has brought with it a healthy economic upswing in job opportunities in this region and in the surrounding areas. However, along with this resurgence comes the need for technologically-oriented and academically-proficient workers.

The city of Lawrence, the largest populated city of the Service Delivery Area, is at the center of this revitalization. Lawrence has long attracted immigrants to work in its bustling factory complexes from countries around the world. Now, Lawrence is witnessing the emergence of a predominately Hispanic population. According to the last census close to 30 percent of the Lawrence population is of Hispanic descent. More significantly, over 50 percent of the freshman class entering Lawrence High School is Hispanic.

Against this backdrop of economic evolution and immigrant expansion, the Lower Merrimack Valley Service Delivery Area is currently facing its biggest challenge: the infusion of its semi-skilled and unskilled workforce into its technologically-burgeoning labor markets.

The city of Lawrence Department of Training and Development is the administrative entity for the Lower Merrimack Valley Service Delivery Area. With its array of federal, state, local and foundation resources, the Department of Training and Manpower Development through its 40 member Private Industry Council has creatively initiated job training activities and

services to address the local needs of: (1) acculturation and acclimation, (2) adult literacy and vocational remediation, (3) skills training and retraining, (4) ESL and workplace literacy, (5) and school drop-out and teenage pregnancy prevention.

The city of Lawrence, Department of Training and Manpower Development has established a viable networking system of over twenty-five service providers from community based organizations, educational institutions, municipal agencies and neighborhood groups. The Department of Training and Manpower Development has proven successful in uniting these various groups to achieving a common goal: the educational remediation, job training and employment of its economically disadvantaged residents.

Over the past two years the Department of Training and Manpower Development in partnership with its training network has:

- Provided job training services to over 4,000 individuals.
- Placed 1,600 individuals in permanent jobs.
- Worked with over 450 Merrimack Valley employers to hire program graduates.
- Attained an average entry level wage of \$6.00/hour for its graduates.

Additionally:

- 45 percent of all individuals served were high school dropouts.
- Over 50 percent were linguistic minorities.
- Over 80 percent of youth served entered employment.
- Approximately 50 percent of individuals served were public assistance recipients.

Whether a dislocated worker, welfare recipient, recent immigrant, or high school dropout, the Lower Merrimack Valley Job Training Network provides a unique and flexible combination of activities and services aimed at full-time employment.



Through the Business Education Collaborative, area youth experience "try-out" employment in an actual work setting.

LINKAGES WITH EDUCATION

Rapidly changing demographics have presented the Lower Merrimack Valley Service Delivery Area with a special challenge. In response to a growing population with limited English skills, the Department of Training and Manpower Development integrated remedial English instruction and bilingual training into many of its training components. With an unofficial dropout rate of almost 40 percent, the Mayor's office, school system and Private Industry Council formed a collaborative to address the problem of dropout prevention. Recently, Governor Dukakis designated Lawrence a Commonwealth Futures city. A lasting partnership has been developed between the Lawrence school system and the Greater Lawrence business community, led by the Business-Education Collaborative to enhance the personal and academic growth of the city's youth by mobilizing business resources to impact the local school network.

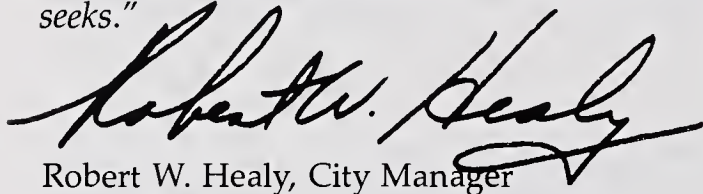
In addition, the Lower Merrimack Valley training network initiated an ambitious adult literacy and career exploration program.

**METRO NORTH
SERVICE DELIVERY AREA
EMPLOYMENT RESOURCES,
INC.**

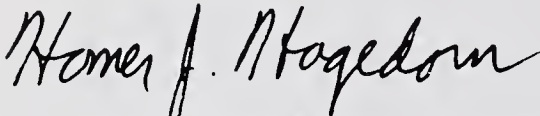
One Kendall Square-B200
Cambridge, Massachusetts 02139
(617) 494-1154

Elizabeth Haskell, President

"ERI has again adapted well to the changing employment scene. Better anticipation and flexible execution is a major quality our PIC seeks."



Robert W. Healy, City Manager
City of Cambridge



Dr. Homer J. Hagedorn, Senior Consultant
Arthur D. Little, Inc.
PIC Chair

Employment Resources, Inc. strives to meet a two-fold challenge in an ever-changing economy:

- to assist the unemployed and under-employed in their efforts to compete and succeed in today's job market, and
- to provide local businesses with the qualified and reliable employees they need in order to prosper.

Toward achieving those goals, we offer a comprehensive range of services designed to keep pace with the labor market needs of our region. These services include: career assessment, remedial education, occupational training, on-the-job training, job readiness/vocational counseling, personnel placement assistance, outplacement services and youth programs. A close working relationship has been established with the region's Private Industry Council. In fact, the members of the PIC executive committee, along with the municipal officials of the area's lead communities, serve as ERI's board of directors.

Our comprehensive screening, testing, and skills assessment program benefits job candidates by clearly identifying their strengths, weaknesses and aptitudes so they can be referred to the appropriate ERI program. And, employers benefit because they know that every ERI-referred job candidate has been thoroughly screened for reliability, motivation and skill level.

Our Workers' Assistance Program provides job counseling, retraining and ongoing outplacement assistance to workers laid off as a result of plant closings. ERI provides assistance with resume writing, interviewing techniques, organizing and conducting a job search, and job development. These efforts have recently been enhanced by the establishment of a fully computerized job bank.

A new initiative as an outgrowth of existing placement programs is the Business Resource Center, which provides comprehensive and customized recruitment, training and outplacement services to businesses in the Greater Boston area.

ERI administers an on-the-job training program through which participating employers receive substantial compensation for hiring and providing training to eligible ERI-referred job candidates. Still, while ERI carefully screens all applicants for reliability and aptitude, the decision to hire is left entirely to the employer.

ERI administers both custom tailored and ongoing occupational training programs. Custom tailored programs are set up by ERI at the request of employers who want us to perform specific company functions. The ongoing programs, which have been offered in over twelve different fields, are run by the region's foremost training experts. The programs provide job candidates with marketable skills and area employers with a varied pool of qualified and motivated applicants.



As a result of many years out of school or not ever having completed school, many adult job seekers require academic development in order to acquire or upgrade marketable skills.

Similarly, the inability to speak and understand English prevents all too many otherwise qualified people from entering the workplace. Consequently, ERI offers

basic education, prevocational preparation, and various levels of instruction in English as a Second Language in preparation for further training and/or employment.

ERI runs several programs designed to employ disadvantaged young people ages 14-21. During the summer of 1986, over 1,300 young people spent eight weeks working for private and public nonprofit agencies under the auspices of ERI's summer youth employment program. Our school to work transition program provides high school students with career counseling and training in job readiness skills. And, the try-out program enables companies to try out non-college-bound high school juniors and seniors in entry level positions in exchange for which ERI underwrites the first 250 hours of employee wages.

Among our newest programs are Beginnings, a career development program for pregnant and parenting youth, and the Career Opportunities Mentor Program which provides motivated high school girls with an opportunity to work closely with established professional women.

WELFARE

The Service Delivery Areas are the largest providers of occupational training for the Governor's Employment and Training Choices Program (ET). In FY87 the system placed 1,500 AFDC and General Relief recipients in jobs with funds from the Job Training Partnership Act and the Department of Public Welfare.

ERI places special emphasis on welfare clients. Through extensive outreach by ERI staff, clients develop comprehensive educational and career plans for the future. From 1986 to 1987, ERI's ET Choices participants received an average job placement wage of \$7.65 per hour, far exceeding performance goals.

**METRO SOUTH/WEST
SERVICE DELIVERY AREA
METRO SOUTH/WEST
EMPLOYMENT AND TRAINING
ADMINISTRATION**

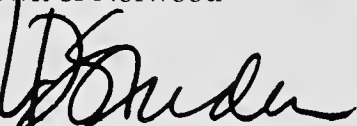
P.O. Box 740
Norwood, Massachusetts 02062
(617) 769-4120

Anne Whooley, Executive Director

"The importance...of the partnership between the private sector and the public sector cannot be over-emphasized."



John J. Carroll, Manager
Town of Norwood



Laura R. Studen, General Partner
Rosenblum and Studen, P.C.
PIC Chair

We're flexible – we have to be. Our geographical area is as large as our unemployment rate is low. Our applicants come from disparate backgrounds, often bringing with them multiple problems, and, as ever, industry's requirements are perpetually changing. One of the primary objectives at the Metro South/West Employment and Training Administration (MSW) is to design programs that are dynamic enough to respond promptly and efficaciously to our changing times.

MSW encompasses 43 cities and towns whose combined population totals a demographically diverse 875,000. This area also encompasses one of the nation's largest concentrations of high-tech companies and has an effective unemployment rate of 2.3 percent.



Rosalind Baker is a young mother from Marlboro who first came to MSW for this year's Summer Youth Electronics program. Rosalind will be entering the Clerical program at the Metro South/West Training Center this fall.

In order to make our presence felt throughout this large area, MSW maintains thirteen outstations in six communities. In this instance the concept of partnership serves us well. The Department of Public Welfare, Division of Employment Security and several city and downtown offices open their doors to our staff and provide the space that allows us to be accessible. Our employment specialists, tutors, counselors and assessment staff are mobile – we bring the Job Training Partnership Act (JTPA) to the community. In the 1986-87 program year, MSW served a total of 430 applicants; 281 in occupational training with an average placement rate of 77 percent and 32 in on-the-job training with an average placement rate of 93 percent. Our average adult wages of \$7.24 and \$7.08 for former welfare recipients are the highest adult wages in the state. In addition to an on-the-job training program that introduces applicants directly to employers who then undertake training, MSW operates an individual referral pro-



Vitaly Dumanis is a Russian refugee who "came to America to live free." After many unsuccessful attempts to land a job, an MSW On-the-Job Training program gave Vitaly the opportunity to gain experience with an American company. He is currently working with Adams Russell Cable Services in Waltham.

gram which utilizes vocational schools, community colleges and technical institutions for training leading to employment. Current areas of training include but are not limited to: nursing, computerized accounting, office technology, appliance service, electronics, medical and dental assisting, word processing, computer-aided drafting, secretarial and clerical.

MSW also operates its own training facility, the Metro South/West Training Center, located in Marlborough. The Center's staff includes instructors, counselors, tutors, and a full time job placement specialist who works with us through a permanent arrangement with the Division of Employment Security. The Center teaches electronics, clerical and word processing classes, and to make this training more accessible, MSW provides van service to and from the Center.

The advent of JTPA brought a growing awareness of the dual nature of job training. Achieving a balance between current labor market demands and the expectations of our applicants has been the success of JTPA. Recognizing this, MSW has developed a strong prevocational component. Assessment, tutoring and work experience programs help applicants discover and develop their particular talents, enhance their literacy skills and promote a healthy work ethic. The pre-employment segment of training is a critical element in preparing applicants to take their place in today's workforce but it also imparts the qualities that will help them remain viable employees in an ever changing labor market.

Finally, in order to serve a broad cross section of our population, MSW also administers special programs and grants for welfare recipients, housing authority residents, older workers, pregnant and parenting teens, literacy and refugee groups, and young people.

THE LOCAL ELECTED OFFICIAL

The Town of Norwood is the grant recipient in the MSW Service Delivery Area, and its general manager serves as MSW's local elected official. All appointments to the Private Industry Council are made by the local elected official, who, in consultation with the mayors of Newton and Marlborough, decide all appointments.


The concern and enthusiasm of the local elected official is essential in establishing indispensable links between the Service Delivery Area and the community. MSW is in the ideal situation of having local elected officials who take an active role in decision-making, support our activities in the community and use their influence to help us gain the confidence of those we endeavor to serve.

NEW BEDFORD-CAPE COD AND ISLANDS SERVICE DELIVERY AREA, OFFICE FOR JOB PARTNERSHIPS

P.O. Box A-2102
New Bedford, MA 02741
(617) 999-3161

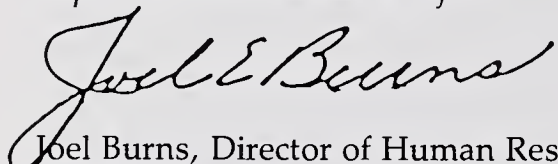
Kristina Dower, President

"This year has seen many positive changes in the New Bedford, Cape Cod and Islands Service Delivery Area. We are taking a good program and making it better."



John K. Bullard, Mayor
City of New Bedford

"The programs we supported, the direction and advice we gave have all worked toward supporting our mission: to find meaningful employment for those who desire to improve their status in life."



Joel Burns, Director of Human Resources
AEROVOX Incorporated
PIC Chair

New Bedford, Cape Cod and the Islands for many years were the forgotten area of the state. Now times have changed. Surrounded by water on three sides, the area is a conglomerate of people and places. This diversity has been its attraction.

The Service Delivery Area is comprised of two labor markets: the Greater New Bedford area and Cape Cod and the Islands. In New Bedford, the largest number of jobs are located in the wholesale and retail trades and non-durable goods manufacturing sectors. On Cape Cod and the Islands, the wholesale and retail trade and service sectors are dominant. Agriculture accounts for the fewest number of jobs in Cape Cod, while business services is the lowest in the New Bedford labor market area.

While the overall economy of the SDA has grown steadily, there were variations between the two labor markets. New Bedford experienced declines in both agriculture and non-durable goods manufacturing industries, while Cape Cod and the Islands experienced an increase in employment within these industries. Cape Cod experienced significant growth within tourist-related industries. The Cape Cod labor market is primarily seasonal, yet an increasing number of Cape Cod employers extended their season from April through November, and the number of year round jobs have increased.

An analysis of the occupational structure within the New Bedford standard metropolitan statistical area reveals a strong demand for machine operators, assemblers and inspectors and for workers in clerical and service occupations. The Cape and Islands reveal a strong demand for workers in the service, professional and clerical clusters.

There are 185,513 persons in the labor force who reside in the SDA. As of September 1985, 174,814 persons (94.2 percent) were employed and 10,699 (5.8 percent) were unemployed.

The Private Industry Council chose to invest heavily in the groups exhibiting the greatest levels of economic need. Three major target groups are youth 16-21, single female heads of households on public assistance and high school dropouts. In addition, veterans, particularly those disabled Vietnam era veterans with emotional and physical handicaps, are a priority for service.



Bristol Private Industry Council members (l-r) Aaron Mittleman of New England Apparel Manufacturers' Association; John Machado of Duro Finishing Company; and PIC Planner Gary Gomes.

In keeping with its policy to serve those most in need, the PIC recognized the necessity to serve those who were near poor and who had documented barriers to employment. Under this policy, the Office for Job Partnerships served the limited English speaking, offenders, displaced homemakers, high school dropouts, teenage parents, handicapped, veterans, and alcoholic and drug addicts.

To increase the visibility of the PIC in the business community, OJP launched a promotional campaign. Employment Service representatives personally marketed services to all firms with 50 employees or more and mailed promotional materials to all enterprises. Seminars were also held with chambers of commerce and local business groups.

The PIC is also a member of the economic development team comprised of economic development agencies, chambers of commerce, unions and local government units striving to create a healthy economy for the Service Delivery Area.

CUSTOMIZED TRAINING

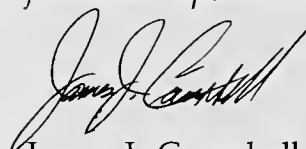
The philosophy of the Office for Jobs Partnerships is that employer involvement in training increases the likelihood of permanent employment. Thus, the OJP, in partnership with area businesses and the Universal Training Institute ("the Harvard of the diesel industry"), designed and implemented an award winning Diesel Technology Program. This program combined classroom activities and training in a worksite environment, and the client gained an understanding of diesel technology, air conditioning, hydraulic systems, gasoline engines and electronics. At the completion of training, an employer's fair was held after which all clients became employed at an average wage of \$8.00/hour.

NORTHERN MIDDLESEX SERVICE DELIVERY AREA OFFICE OF EMPLOYMENT AND TRAINING

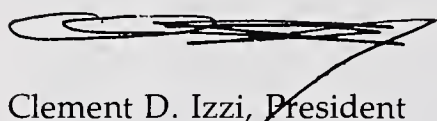
206 Jackson Street
Lowell, MA 01852
(617) 459-2336

Henry Przydzial, Director

"When job training is translated into the happy face of a newly placed trainee, it makes the financial reports real and meaningful."



James J. Campbell, Manager
City of Lowell



Clement D. Izzi, President
Ideal Tape, Inc.
PIC Chair

The Northern Middlesex Service Delivery Area provides services to the residents of the City of Lowell and the towns of Billerica, Chelmsford, Dracut, Dunstable, Tewksbury, Tyngsboro and Westford. The population of the SDA is over 230,000 of which 23,000 are considered economically disadvantaged.

Local economic data show a continuing increase in total employment in the SDA at an annual growth rate of 6.4 percent compared with the state average of 3.6 percent. The unemployment rate has been in the 4.0 percent range for several years. The SDA labor market boasts a solid mixture of industries including a large number of companies involved in business services such as computer/data processing, electrical and electronic equipment and services such as dining establishments.

During this growth, the need for trained, job ready individuals has increased dramatically for many companies. The programs operated by the Northern Middlesex SDA are designed to bridge the gap between employer needs and client skills.

The NMSDA's Office of Employment and Training administers skills training, job placement and remedial training programs at the Merrimack Valley Regional Skills Training Center, the Greater Lowell Regional Vocational Technical School, Lawrence Rehabilitation Center, Unitas, Inc., the Lowell School Department, the Cambodian Mutual Assistance Association, the Laotian American Organization, the International Institute of Lowell and the Greater Lowell YWCA.

The remedial programs assist clients with the necessary world of work, English, reading and mathematical skills to enter the work force or to achieve advanced skills training.

Skills training is designed to target priority occupations based on employer needs, placement expectations and anticipated wages as determined by the Private Industry Council. Skills training courses focus on office skills, secretarial skills, advanced word processing, computer operating, computer programming, electronic assembly, food service, metal fabrication, and welding.

On-the-job training and supported work provide employers with the opportunity to fill an immediate need and receive reimbursement for training and any on-site services needed.

These programs achieve a 75 percent or higher entered employment rate and an average placement wage in excess of \$6.00 hourly with health benefits.

The SDA also develops strong linkages with local public sector agencies particularly with the local Division of Employment Security and Department of Public Welfare office.

The Greater Lowell Private Industry Council is dedicated to building the bridge between private sector employers and those who want to work, developing their earning ability and enhancing their personal goals and objectives. Members serving on the Council provide a vital link to many businesses in Greater Lowell including the high-tech, manufacturing, banking and service industries. Input from private sector firms is always welcomed either by personal participation in the Council or in various special projects conducted by the Greater Lowell Private Industry Council.

The Council will work in partnership with any private sector business, individual group or agency dedicated to the economic revitalization of the Greater Lowell region and these residents who have a barrier to employment.

SERVING THOSE MOST IN NEED

The Northern Middlesex Service Delivery Area has achieved great success serving clients "most in need." The Greater Lowell Private Industry Council has chosen to focus SDA programs on this group while maintaining the general employment and wage standards set by Governor Dukakis.

Welfare recipients, minorities and school dropouts represent more than half of the client population participating in SDA programs. Northern Middlesex has also placed special emphasis on programs for handicapped residents of the area and on service to ex-offenders.

Economic self-sufficiency and productivity are key goals of programs serving those "most in need" in the Northern Middlesex SDA.



**NORTHERN WORCESTER
SERVICE DELIVERY AREA
MONTACHUSETT REGION PIC,
INC.**

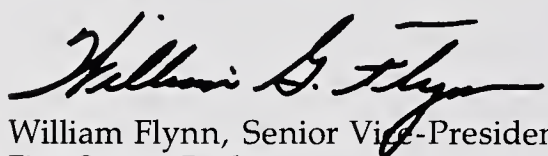
130 Elm Street, P.O. Box 1046
Gardner, Massachusetts 01440
(617) 632-3341

Patricia Gilbert, Executive Director

"The Montachusett Region Private Industry Council, Inc., is a partnership of local elected officials and business people working cooperatively to improve the quality of life through strong economic development for its citizens and businesses."



Alan L. Agnelli, Mayor,
City of Gardner



William Flynn, Senior Vice-President
First Service Bank
PIC President

The Montachusett Region Private Industry Council, Inc. is responsible for administering the JTPA program in Northern Worcester county. Several other state-initiated training programs are also operated by the agency with plans now being developed for further expansion.

Northern Worcester county is a mixture of rural areas, charming old New England villages and larger old industrial towns. The character of the region is changing somewhat as significant numbers of people move out from the Boston and Worcester areas. The growth is not only in residential numbers but also in business expansion. New companies have moved in and some of the existing businesses are expanding operations.

While economic growth has come late to Northern Worcester county, now that it has arrived, the effects are the same as felt earlier by other communities. Employers are experiencing difficulty in hiring well-trained workers, wages are higher, job seekers are finding a choice of opportunities and the cost of living has risen.

These results make the PIC's role especially challenging. It is exciting to experience a healthy economy, however, if the momentum is to be maintained, employers must be able to fill job openings with qualified people. Workers whose manufacturing jobs have been lost must acquire new skills to meet today's demands.

The region has traditional old industries — furniture, plastics and paper. These industries have been the economic base of the region and have provided employment for generations of workers. Many of them are now facing competition from other parts of the United States and foreign countries. Now they have an additional problem of competing with newer industries coming in that pay higher wages and are perceived as providing better long term opportunities for workers.

The economic development challenge is two-fold: assisting the older industries that have supported the economy in the past,

while encouraging new companies to locate in the area. This kind of mix of new and old business is important to assure the diversity needed for economic stability.

Providing trained employees for both these industrial needs requires a delicate balance. The PIC must also keep in mind the goal of helping trainees reach their maximum potential.

The PIC has determined that its role is one of support to the overall efforts of economic development in this region, focusing on the labor market needs. To best accomplish its goals, the PIC works closely with the chambers of commerce and the local industrial and economic professionals. This close coordination has been important in attracting some new businesses and in filling the job orders of existing and expanding companies.

The participants in the MRPIC training programs have also benefitted from this cooperation. Because of the confidence that the local businesses have in the PIC, over 70 percent of those trained this year have been placed in jobs with good future prospects. With good training programs planned for next year, even better results are expected.

PRIVATE INDUSTRY COUNCILS

Over the past year the Montachusett Regional Private Industry Council (MRPIC) revised its mission statement and goals to reflect a newly expanded role. Central elements of this new role are greater involvement of the private sector in education and training for the community and increased responsiveness to the needs of the local labor market.

MRPIC began development of a school/business partnership to address the dropout problem. The PIC is also planning to increase coordination with local economic development agencies to provide the skilled workforce and resources needed by new or expanding businesses. MRPIC directly administers the local employment and training system and contracts out all program activities to expand the availability of services throughout a wider geographic area to better serve the people and businesses of the entire region.



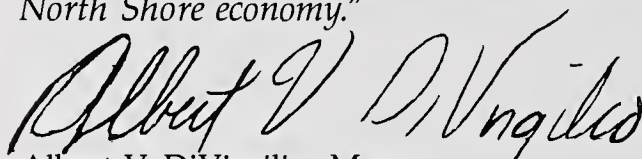
Classroom Training Activity Electronic Technician Training

NORTHSHORE SERVICE DELIVERY AREA NORTHSHORE EMPLOYMENT TRAINING

20 Wheeler Street
Lynn, Massachusetts 01902
(617) 595-0484

Harry MacCabe, Executive Director

"We must continue to creatively and innovatively meet the training needs of both our people and our businesses so that we may retain our healthy North Shore economy."



Albert V. DiVirgilio, Mayor
City of Lynn



Robert Donelan, Vice-President
Essex Bank
PIC Chair



Lynn Business/Education Foundation receives first of five annual \$50,000 contributions to the Foundation's Endowment Fund from General Electric Company. Pictured from left to right are Lynn Mayor Albert DiVirgilio, William Conaty of General Electric, Foundation President Christopher Scangas and James Callahan of General Electric.

The strength of Northshore Employment Training lies in its ability to be responsive and flexible to changes in the local economy and in its innate ability to form meaningful partnerships to respond to the local labor market needs.

Northshore Employment Training serves as the administrative entity to the Northshore Private Industry Council (PIC) for all programs funded under the Job Training Partnership Act and for other employment and training programs funded through various sources.

The Northshore Service Delivery Area encompasses 19 cities and towns from Lynn to Cape Ann with diverse economic needs. As lead city, Lynn serves as the base of administration and operations for Northshore Employment Training and the Honorable Albert V. DiVirgilio, Mayor, serves as the SDA's chief elected official. His cooperation and assistance are invaluable assets to the success of the area's employment and training system.

The local economy has been undergoing significant changes during the past several years. Although manufacturing has been the largest major industry division in the SDA, many plant closings and major layoffs have seriously affected this sector. In addition, the pending layoff of up to 4,000 General Electric workers will significantly impact the local labor market. Services is the second largest industry sector in the SDA, contributing almost thirty percent of all new private sector jobs.

The rise in the services sector has encouraged the Northshore Private Industry Council to develop several service-oriented programs which have become models throughout the system due to their innovative income-generating structure. These programs are:

- Retail Management – developed through a partnership with West Lynn Creamery, Inc. to operate one of their Richdale Stores in Lynn and train individuals in all phases of retail management; and

- Restaurant Management – developed through partnerships with area restaurants and operated through NET's own Culinary Arts training program and private catering services to train individuals in all phases of restaurant management.

These training programs have generated profits which are then deposited back into Northshore Employment Training's accounts to support and accomplish additional training. By using these funds and state grants from Bay State Skills Corporation, Department of Public Welfare, Department of Education, Division of Employment Security and private foundation funds, Northshore Employment Training is able to provide a wide range of training opportunities in a cost-efficient manner.

Presently, NET offers classroom training in culinary arts, Richdale retail training, business office procedures, advanced clerical, computerized bookkeeping, and data entry. In addition, on-the-job training contracts are developed as a cooperative venture of Northshore Employment Training and the private sector. This allows clients to earn a salary and benefits while they are also learning a skill.

Also, Northshore Employment Training offers the academic instruction needed to succeed in skills training and job placement, e.g., literacy, GED instruction, and English-as-a-Second-Language instruction. NET also provides vocational counseling to students which ensures that they are trained and placed in appropriate fields. Staff develop programs to meet local needs, always striving to place quality graduates into quality jobs. It is the goal of Northshore Employment Training to attain a placement salary and benefits which lead clients to economic self-sufficiency. In addition, Northshore Employment Training strives to provide a dependable and well-trained labor pool for North Shore businesses.

The achievements of NET in successfully training their clients and placing them in appropriate unsubsidized employment are a result of the strong commitment to be a leader in the development of innovative programs for dislocated workers, older workers, youth, welfare recipients and school dropouts. This can only be accomplished in conjunction with many "partners" including local school departments, community colleges, welfare and employment services offices and many community-based organizations. Through these linkages and partnerships with business, education, government and many others, Northshore Employment Training will continue the Northshore Private Industry Council's mission to meet the employment needs of individuals and businesses throughout the Northshore Service Delivery Area.

PARTNERSHIPS

The Northshore Private Industry Council is a leader in this state in building creative and innovative public-private partnerships. During this past year, the PIC has planned, developed and established the Lynn Business/Education Foundation, Inc. (B.E.F.), a non-profit endowment supported entirely by business donations. The Foundation is a joint venture between the Lynn public schools, the local business community and local government. The purpose of B.E.F. is to mobilize business resources to enhance participation in school activities.

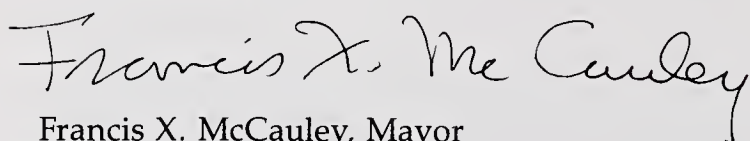
The Northshore Private Industry Council has secured financial commitments from the business community of more than \$650,000 to enhance the personal and educational growth of Lynn youth. In addition, the PIC has offered to replicate this program model for any appropriate city/town within SDA.

**SOUTH COASTAL SERVICE
DELIVERY AREA
SOUTH COASTAL CAREER
DEVELOPMENT
ADMINISTRATION**

11 Hayward Street
No. Quincy, MA 02171
(617) 328-7300

Paul J. Ricca, Director

"We have formed a true partnership which has made a significant contribution to the socio-economic climate in the South Coastal Service Delivery Area."



Francis X. McCauley, Mayor
City of Quincy



Dwight Conant, General Manager
AAA Massachusetts
PIC Chair

The South Coastal Service Delivery Area encompasses 21 cities and towns and covers the region from the Neponset River Bridge to the Cape Cod Canal.

The Honorable Francis C. McCauley, Mayor of the City of Quincy, and Mr. David Malaguti, Chairman of the Board of Selectman for the Town of Plymouth in partnership with the South Coastal Private Industry Council share responsibility for the success of the South Coastal programs. The South Coastal SDA offers a wide variety of programs including remedial education, skills training, and employment related services to residents of the Service Delivery Area. These programs are operated by the South Coastal Career Development Administration (SCCDA) under the leadership of Paul J. Ricca.

The SCCDA is based in North Quincy where its 30,000 square foot skills center and administrative office are located. The skills center contains a large, modern, fully-equipped teaching kitchen for the South Coastal professional chef course and a secretarial/word processing classroom containing state-of-the-art word processors and electronic typewriters. The SCCDA also operates satellite training offices in Hanover and Plymouth. The SCCDA has provided services to a broad range of clients such as welfare recipients, economically disadvantaged adults and youths, older workers, pregnant and parenting teenagers, high school dropouts, handicapped individuals, veterans and a variety of individuals in need of training or retraining.

The SDA operates many occupational skills training programs that address the demand of area employers for trained, job ready employees. Programs offered include: professional chef training, secretarial/word processing training, and mutual funds processing clerk training. In addition, residents are able to train for employment directly with private sector firms through a program called on-the-job training (OJT).

Programs such as OJT and mutual funds training are custom designed to meet the personnel needs of specific local employers. These types of customized training programs demonstrate the South Coastal SDA's ability to react rapidly to the changing employment requirements of area companies and its capacity to develop new and innovative programs to meet the future needs of local area clients and employers. In addition to the skills training programs that serve more than 220 residents, the South Coastal SDA also operates two programs aimed at youth high school dropouts.

The South Coastal SDA also operates a variety of programs to help adults in need of remedial education, including a program for local welfare recipients in Quincy and Plymouth that prepares individuals for enrollment in occupational training. An adult remedial education program in



Chef Jim Kline instructs students of South Coastal Professional Chef Course.

Hanover and Quincy and a high school equivalency degree (GED) program was developed for residents of the Weymouth Housing Authority. Finally, South Coastal administers an adult literacy program which has as a goal improving the reading and math levels of adults with deficiencies in these subjects. This literacy program is offered in Quincy, Plymouth, Middleborough, and Rockland.

South Coastal offers two programs aimed at residents who are 55 years of age or older operated through the Jewish Vocational Service. One program helps match older workers to jobs in the SDA, and the other retrains individuals in secretarial and typing skills to prepare them for re-entry into the labor market.

Young residents of the Quincy Housing Authority and the Weymouth Housing Authority participate in youth work experience programs run by the SCCDA. Teenagers who are welfare recipients and pregnant or parenting are able to participate in a program which allows them to continue in school and to learn techniques of child care and parenting. This program is operated by the South Shore Educational

Collaborative and is based in Scituate. An innovative feature of this program is that day care is provided at the learning site.

In addition to all the services and programs listed above, South Coastal also operates a summer youth employment and training (SYETP) program. The summer youth program offers work experience, remedial education, and skills training to more than 500 youths, with funding of almost \$1,400,000 in FY87. SYETP also provides a number of innovative projects for handicapped youth and high school dropouts.

YOUTH DROPOUT PROGRAMS

The South Coastal SDA has a substantial record of achievement in terms of service to youth who have dropped out of school. The SDA offers programs at both its Hanover and Quincy sites which combine high school diploma equivalency classes with work experience. In FY87, a total of 86 dropouts were served in this program. Of these about 80 percent have received their high school equivalency diploma.

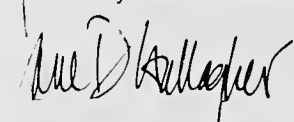
South Coastal also operates youth work experience programs for Housing Authority residents of Quincy and Weymouth. These programs provide paid work experience for in-school youth who are maintaining the required academic standards and act as an incentive for youth to continue in school. In addition, the Welfare Pregnant and Parenting Teen Program allows youth to acquire a GED or a high school diploma. It provides life skills and parenting education as well as referrals to employment or skills training.

SOUTHERN WORCESTER COUNTY SERVICE DELIVERY AREA CITY MANAGER'S OFFICE OF EMPLOYMENT AND TRAINING

22 Front Street, Suite 201, P.O. Box 76
Worcester, Massachusetts 01614
(617) 799-1590

Dr. Stephen R. Willand, Director

"By working together, the PIC and the SDA have been able to create programs that actually make a difference in people's lives and meet the needs of our area's employers."



Jane D. Gallagher, Director of Personnel
Paul Revere Life Insurance Company
PIC Chair



South Worcester Word Processing student.

The Southern Worcester County Service Delivery Area (SDA) is comprised of 38 cities and towns from Rutland in the north to the Connecticut state line in the south, and from Westborough in the east to Sturbridge in the west.

The area's economy has changed radically over the past ten years. Until recently the region's major employers were manufacturing companies, most of which were located in the Worcester, Southbridge and Milford areas. Industries which have traditionally been the core of the region's economy – wire and cable, machine, valve and abrasive – have been particularly hard hit by the shifting economy. During the past eighteen months, Southern Worcester county has experienced nine plant closings and fourteen major, permanent or indefinite layoffs affecting more than 2,100 people. There are another 25,000 workers currently employed in these same industries, and continued layoffs and company restructurings could have a devastating impact on our entire economic base.

These changes to the contrary, our overall private sector growth registered a remarkable 3.1 percent in 1986, compared to the Commonwealth's 1.9 percent increase. Business in residential construction, wholesale and retail trades, real estate, finance and insurance have led the boom in recent years. Cities and towns throughout the county are feeling the positive effects. Worcester in particular has several major development projects underway, most notably the Bio-Technology Park and the downtown Centrum area.

The Southern Worcester County Private Industry Council and its employment and training system have developed strategies and programs that meet the challenges facing our community. Women are entering the Worcester workforce in increasing numbers as employer demand rises. Fifty-eight percent of our trainees last year were women, 350 out of 541 women were welfare recipients working to improve their lives.

Helping welfare recipients move from dependency to economic independence is our first priority. Incentives for public assistance recipients to get off welfare and make it on their own are now greater than

ever: a welfare mother with two children, living in subsidized housing and receiving food stamps and Medicaid, lives on a monthly budget of only \$550. Women completing our training programs last year began work at an average wage of \$6.25 per hour, thus doubling their household income to \$1,083 per month. And, benefits no longer end the day employment begins. Child care and medical insurance coverage can continue through the first year of employment.

Worcester's growth has drawn many refugees to the city and its surrounding communities. Challenges of cultural differences, English language limitations and a foreign workplace face arriving refugees, many of whom have been separated from their families. Our refugee program last year trained over 120 people in English skills, obtained more than 60 jobs for refugees (30 from public assistance), and gave these new arrivals the social survival skills they needed to grow and prosper.

The changing job market means employers need workers who can learn on the job as new developments arise. An investment in the basic reading, writing and math skills of today's trainees pays off in next year's upwardly mobile, trainable worker. More than 40 percent of the people in our programs last year were high school dropouts. Today they are no longer dropouts. They are achievers able to move ahead with their lives. We continue to serve and place in employment the highest levels of high school dropouts and minorities of any similar program in the state. We intend to continue with this record of service to the most in need.

Last year alone, our vocational training programs placed more than 7,000 men and women in jobs in local industry in demand occupations such as word processing, fiber optics technician, computer technology, welding, painting, and cooking.

Nineteen teenage mothers who were high school dropouts receiving welfare assistance recently completed the High Performers Academy training, a word processing program designed especially for them. Some graduates are already working

full time at jobs that pay over \$6.00 per hour while others are pursuing further training and formal education.

Our workplace literacy program is helping Worcester municipal employees upgrade their reading and writing skills at the job site, an innovative approach to remedial education.

Both in-school and drop-out programs gave more than 75 young people opportunities to continue their learning while working at jobs in the private and public sectors. Our summer employment program gave jobs to over 700 low income young people and provided them with important information on drug abuse, suicide prevention, health, drunk driving and other issues.

DISLOCATED WORKERS

On July 31, 1987, Lt. Governor Evelyn Murphy recognized the Worcester Dislocated Worker Assistance Center for excellence in service to individuals affected by plant closings and permanent layoffs. The Center began in 1984 as a collaboration between the City Manager's Office of Employment and Training, the Division of Employment Security and the United Steelworkers of America.

Center staff schedule seminars for affected workers to explain the technical effects of the shutdown, describe the benefits available, and assist them in filling out various forms. Workshops are held on job search methods, pre-retirement seminars and entrepreneurial skills. Laid-off workers are provided training by the SDA, and counseling and emergency services are also available. Last year's nine plant closings and fourteen large layoffs resulted in almost 400 workers being served and 187 job placements with an average starting wage of \$8.74 per hour.

Acknowledgments

This Annual Report has been the creative endeavor of the Commonwealth's SDA Directors Association which has produced – for the very first time – a picture of the statewide job-training system.

Our thanks to the staff of all fifteen SDAs and the OTEP Partnership Center for their invaluable assistance.

For additional information concerning the job training system, contact your local SDA or Harry MacCabe, Chairman, SDA Directors Association at (617) 595-0484.

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